

07 June 2004

CENWO-CD-RM

**ROCKY MOUNTAIN AREA ACCIDENT PREVENTION POLICY  
AND  
INDIVIDUAL SAFETY ASSIGNMENTS AND RESPONSIBILITIES**

1. **Purpose.** To state the policy and procedures and to prescribe the responsibilities and assignments of Rocky Mountain Area personnel for the safety/accident prevention function.

2. **Applicability.** All activities under the jurisdiction of the Rocky Mountain Area.

3. **References.**

a. EM 385-1-1, 3 Nov 2003, "Safety and Health Requirements Manual".

b. ER 385-1-85, 31 July 1991, "Safety Management Evaluation".

c. NWDR 385-1-1, Feb 2000, "Safety and Occupational Health Program".

d. OM 385-1-1, 1 Nov 2002, "Safety: Operating Procedures".

e. Construction Management Manual, Omaha District, 7 April 2003.

4. **Attachments.**

a. Memorandum to Rocky Mountain Area Office and Resident Offices, Subject: Action Plan for Safety Emphasis in the Rocky Mountain Area Office/Resident Offices in Calendar Years 2004 and 2005, CENWO-CD-RM, 7 June 2004

5. **Policy.**

a. My accident prevention policy can be summed up in the three slogans, "Safety First", "Take Time for Safety", and "No Compromise on Safety".

b. An accident is a mistake. Safety is not. An accident is a mistake caused by poor planning or no planning. It is the end result of a wrong move, a wrong decision, or a wrong thought, all of which can be traced to lack of planning. The same type of planning must be done prior to performing any work, no matter how small or insignificant the task may seem. Plan safety into your job. Learn the right and safe way to do it. Take interest in your work. Be alert and watchful, not inattentive or indifferent. Obey safety rules and work procedures associated with your particular job. Integrate safety into all of your activities, including those day-to-day

routine tasks. Perform your day-to-day duties and activities in full accord with the intent of the safe working and driving practices established in applicable provisions of the Safety Manual, EM 385-1-1, District and Area policy, and supervisory instructions.

c. By contract, the contractors are responsible for the safe operation of the work in accordance with EM 385-1-1 and Occupational Safety & Health Administration (OSHA) regulations. It is essential that the contractors demand that their supervisory personnel comply with the provisions of their safety plans and be responsible for accident prevention on the job. The Rocky Mountain Area staff will assist the contractors in planning accident prevention. All employees have full authority and responsibility to act responsibly on any matter dealing with safety. This includes stopping or suspending contractor's work until such conditions are corrected whenever unsafe conditions pose immediate danger to life or limb.

d. Take time to plan safety into your day-to-day activities. Insist that the contractor take the time to plan and implement accident prevention into their activities.

e. Industrial Hygiene and Occupational Safety is also a part of a safe work environment. All employees need to understand the dangers of their jobs and together work to eliminate and mitigate them, to provide a healthy work environment for all.

## **6. Duties and Responsibilities.**

### **a. All Employees.**

(1). Wear all safety protection equipment (including but not limited to steel toe shoes, hardhat, safety vest, and when hazard warrant eye protection) when on construction sites. When stringent conditions occur use and/or wear all special equipment, uniforms, protective clothing, or special wearing apparel for protection of self, co-workers, and property. Promptly report damaged or inoperable personal protective equipment to the supervisor.

(2). Observe safe working practices as established in applicable provisions of EM 385-1-1, District and Division regulations, and supervisory instructions.

(3). Promptly eliminate or report to appropriate supervisor known unsafe conditions, practices, or equipment, and changes needed in the safety program.

(4). Report all injuries and accidents, no matter how minor, to the supervisor at the time of the accident.

(5). Notify the supervisor of any unusual health condition or change in health status that warrants medical evaluation or consideration relative to work assignments.

(6). Notify the supervisor of any training desired or required to perform job activities.

(7). Notify Admin Branch of first aid supplies used so they can be re-stocked.

(8). Read this policy statement and OM 385-1-1 annually.

(9). Use seat belts at all times when operating or riding in a government vehicle. Do not operate a government vehicle if it is in an unsafe condition. Observe traffic regulations. Drive in accordance with posted speed limits and existing road conditions. Smoking is PROHIBITED while operating/riding in government vehicles. Talking on cell phones is PROHIBITED while driving a government vehicle. The use “hands free” cell phone accessories is acceptable.

(10). Comply with the more stringent safety requirements of either EM 385-1-1 or the contractors safety plan.

**b. Supervisors.**

(1). Enforce safety policies and regulations in compliance with EM 385-1-1 and OM 385-1-1.

(2). Incorporate safety performance into performance standards of all employees in accordance with the job being performed. As a part of the performance appraisal, annually evaluate subordinate employees on their safety effectiveness. Informally evaluate subordinate employees on their safety effectiveness quarterly.

(3). Provide for orientation in the identification and control of hazards and potential work hazards and subsequent training as required for all new and re-assigned employees. This is in addition to the new employee briefing by Admin Branch.

(4). Ensure employees are provided with such items of personal protection as the hazards of the work require, and enforce the use and/or wearing of such protection. A standard Area Office Personal Protective Equipment checklist with the Area Office’s safety policies will be posted on the Area Office’s website at <https://w3.nwo.usace.army.mil/html/cd-rm/rmamain.html>

(5). Ensure health hazards and status of employee’s health is considered in the assignment of duties and filling position.

(6). Monitor positions and apprise the District Safety and Occupational Health Office and Personnel Office of any special or unusual physical requirements that should be documented in the official position description.

(7). Consider employee for award for outstanding support of the Commander’s Safety Program when making annual performance appraisal. Initiate award as appropriate.

(8). Ensure employees read this statement and OM 385-1-1 annually.

(9). Develop an emergency response plan for each office including but not limited to informing and posting emergency response numbers, providing initial first aid treatment with first aid kits. Ensure that transportation is provided and/or arranged to the employee’s doctor, or hospital, or use of 911 emergency phone number. An option for each supervisor is to conduct

mock emergency exercises to train and become situational aware of the office's available emergency options and procedures.

(10). Ensure emergency notification plans and procedures, and emergency phone numbers are in place and available within each office or facility.

(11). Ensure the Hazardous Material Inventory and the Hazardous Occupational Inventory are kept current, and a notice is posted informing employees of the inventory locations and the employees' right to review the inventories.

(12). Wear all safety protection equipment (including but not limited to steel toe shoes, hardhat, safety vest, and when hazard warrant eye protection) when on construction sites.

**c. Area Safety Officer.**

(1). Be responsible for planning, developing, and managing the Area's Accident Prevention Program, to include work safety, occupational and environmental health, fire prevention and protection, and the protection of Government-owned property.

(2). Provide assistance to the Resident Offices, ensuring that they are kept informed on the latest technical safety data and equipment.

(3). Maintain liaison with the District Safety Officer.

(4). Act as HazComm and Respirator Coordinator.

(5). Conduct periodic field surveys of the contractor's accident prevention programs.

(6). Conduct, at least annually, an OSHA survey of each office within the Rocky Mountain Area (RMA) in accordance with Appendix F, OM 385-1-1. Request, as appropriate, guidance or assistance in the completion of the required inspection/survey from the Safety Occupational Health Office. Identify hazards and implement plans to mitigate or eliminate hazards and risks.

(7). Maintain OSHA 300 Log (OSHA 300 Log replace OSHA 200 Log Effective January 1, 2002).

(8). Ensure space allocation within the Rocky Mountain Area (RMA) complies with the applicable codes, such as the National Fire Protection Code and the Life Safety Code.

(9). Maintain an inventory of Safety Equipment and Personal Protective Equipment, (PPE) for each office and individual. Publish the location of safety equipment. Replace/maintain safety equipment and PPE on a schedule. . The Safety Officer will ensure a standard Area Office PPE checklist and possible suppliers will be posted on the Area Office's website at <https://w3.nwo.usace.army.mil/html/cd-rm/rmamain.html>.

(10). Assist the District Safety and Occupational Health Officer for compliance of the Hazard Communication Standard requirements and implementation of other applicable OSHA standards.

(11). Remind supervisors to inspect first aid kits within their office(s) quarterly to ensure they are stocked. Inspect first aid kits within the Area Office (AO) and Resident Offices quarterly to ensure they are completely stocked. Re-stock as required.

(12). Prepare initial safety briefing for all new employees (briefing to be given by Area Safety Officer with assistance by the Admin Branch). Review, at least annually, to ensure the briefing is up-to-date. Revise as required.

(13). Conduct quarterly safety meetings for personnel assigned to the Area Office. Document with a brief letter summarizing the topics covered and attach a list of attendees. Forward a copy to CENWO-SO.

(14). Provide safety topics for input and discussion at RMA staff meetings. Format so Resident Engineers (RE) can use at their Resident Office staff meetings.

(15). Provide oversight of employee risks related to asbestos, lead exposure, ergonomics and repetitive motion concerns, blood borne pathogens and radiation protection. Train employees on these risks. Work to eliminate them where possible.

(16). Forward copies of Fatal Facts to Resident Engineers for distribution to contractors.

(17). Ensure all safety files are correctly maintained.

(18). Coordinate and ensure timely submission, to the District, of monthly exposure man-hour reports.

(19). Coordinate issuance of contractor safety awards with Resident/Project Offices and District Safety Office.

(20). Notify the Omaha District Safety and Occupational Health Officer of any Department of Labor (DOL) or OSHA inspections within 12 hours of when they occur, and the results when they are known.

(21). Assist District Safety and Occupational Health Officer in conducting training, as necessary, for field office personnel.

(22). Participate and represent the Area Engineer (AE) as a member of the accident investigation board.

(23). Review all accident reports and ensure they are forwarded to District as required.

- (24). Maintain a complete list of ENG 3394 incidents.
- (25). Upon recommendation of the REs, forward the names of qualifying contractors for safety awards.
- (26). Assist the District Safety and Occupational Health Officer with confined space training for field employees.
- (27). Wear all safety protection equipment (including but not limited to steel toe shoes, hardhat, safety vest, and when hazard warrant eye protection) when on construction sites.
- (28). Ensure the Area Office's Safety website at <https://w3.nwo.usace.army.mil/html/cd-rm/rmmain.html> is current and up-to-date with checklist, procedures, contact persons, safety equipment suppliers, policies, regulations, forms, etc.

**d. Resident Engineer.**

- (1). Overall supervisory responsibility for the Safety Program is within the Resident Office. Mentor employees in safety and perform specific project evaluations with employees to establish a continuous safety learning culture and knowledge basis in the office, project, and team.
- (2). Review the contractor's Phase Safety Plans/Activity Hazard Analysis (AHA), and accept when satisfactory. Provide the contractor(s) applicable safety and equipment checklist (via the website or Resident Management System (RMS)) for those types of construction activities related to each project.
- (3). Spot check Government representatives to verify comments regarding the evaluation of the contractor's safety program are in the daily Quality Assurance (QA) reports.
- (4). In order to help keep track of the impact of OSHA inspection of contractors, advise the District Safety and Occupational Health Officer, through the Area Safety Officer, of the DOL inspections and the general results, when they are known.
- (5). Forward monthly safety exposure man-hour data to Admin Branch. Ensure that it arrives on, or before, the due date.
- (6). Review contractor's safety statistics annually. Initiate contractor safety awards as appropriate and process them through the Area Safety Officer.
- (7). Conduct quarterly safety meetings for personnel assigned to their office. Ensure a copy of the minutes is filed in the Resident Office safety file and a copy of the minutes is given to employees unable to attend the meeting.

(8). Periodically post safety posters and emergency phone numbers and procedures in a conspicuous place in the Resident and Project Offices. Coordinate and have the Fire Department's approval on the Contractor's written Project Fire Protection Program and Plan.

(9). Stay currently advised of the accident experience status of all work under their control, including an adequate record of each contractor's safety performance.

(10). Review all accident reports occurring on work under their control, ensuring that the reports are complete within the required time limits and action indicated to prevent recurrence is positive, effective, and adequate. When such action is not satisfactory, direct corrective measures to be taken and so indicate on the report by an attached memorandum.

(11). Follow through on the corrective action entered in the First Report Form "NWO 1880" to ensure that the action, as indicated or directed, is actually taken.

(12). Ensure installations and field offices under their jurisdiction, both Government and contractor, have adequate fire prevention and fire protection programs. Ensure fire protection is provided as required during all phases of work.

(13). Furnish dollar amount of property damage to Area Safety Officer.

(14). Report safety-related problems within their office space to responsible authorities as priority items and follow-up to ensure hazards are corrected.

(15). Maintain safety files as required.

(16). Ensure safety considerations are part of the constructibility review of projects.

(17). Forward copies of Fatal Facts to Project Engineers for distribution to contractors.

(18). Ensure government vehicles are properly maintained.

(19). Wear all safety protection equipment (including but not limited to steel toe shoes, hardhat, safety vest, and when hazard warrant eye protection) when on construction sites. RE's can make exceptions to this policy based on job hazards at any specific project completion phase.

(20). Ensure employees comply with the USACE and contractors safety requirements as required in the USACE and Contractor's safety action plan(s).

**e. Quality Assurance Representatives/Project Engineers.**

(1). Ensure the contractor is enforcing the provisions of EM 385-1-1 and all contract safety clauses.

(2). Discuss the unique safety requirement of the work during the preparatory and initial Quality Control (QC) inspections. Note the Safety items discussed on the documentation for the preparatory and initial inspections.

(3). Stop any work or operation on the work site when imminent danger to life or property exists. Promptly report all suspension of work for non-compliance with safety requirements to the AE through the RE.

(4). Inspect the contractor's work areas daily. Report all safety deficiencies and hazards to the contractor's safety representative. Note conditions corrected on the spot on the QC and QA reports. Give written notice to the contractor's safety representative on all other conditions. Attach one copy of the notice to the QA report and use one copy of the notice to follow-up. After the condition is corrected, note the fact on the QA report.

(5). Report to the AE, through the RE, cases where the contractor has failed to correct an un-safe condition and cases where the contractor has refused to suspend the un-safe operation so that the AE, through prescribed channels, may be order un-safe work on the contract suspended.

(6). Attend the Contractor's Weekly Tool Box Safety Meetings at least once a month. Document the meetings, notices, and observations, on the daily QA report and ensure the meeting is documented on the QC report.

(7). Attend monthly safety meetings with contractor supervisory personnel as required by EM 385-1-1, Sections 01.C.01 and 01.C.02 and OM 385-1-1. File a copy of the minutes in the contract safety file at the project site.

(8). Ensure fire protection is provided as required during all phases of work.

(9). Review contractor's written safety plan for conformance with established safety standards. Accept only after the plan is complete. Have the contractor revise safety plans already accepted when safety conditions change. This document forms a part of the contract and shall be enforced. File a copy of the plan in the contract safety file at the project site. Ensure a copy is available at the contractor's field office.

(10). Conduct a pre-construction safety conference to discuss and develop mutual understandings with the contractor concerning the contractor's safety plan. Government and contractor personnel will explain the functions and operating procedures of their respective organizations. File a copy of the minutes of the meeting in the contract safety file at the project site.

(11). Ensure an Activity Hazard Analysis (AHA), also know as Phase Safety Plan (PSP), is prepared by the contractor and reviewed by the Government for each phase of work on contractor operations. Ensure the AHA is accepted by the government prior to the commencement of each phase of work.

(12). Ensure proper warning signs are posted on each project.



(13). Ensure all contractor-furnished equipment is inspected to ensure its safe operating condition in compliance with EM 385-1-1. Maintain equipment checklists on-site.

(14). Ensure the contractor has the required permits before bringing radioactive materials and/or radiation producing machines onto military installations.

(15). Ensure contractor has designated qualified personnel to be responsible for the handling and storage of flammable and combustible materials and that this designation is documented.

(16). Provide for the continuing inspection of all contract activities under their jurisdiction for compliance with safety regulations and accident prevention plans.

(17). Direct the contractor to eliminate unsafe practices or conditions in an attempt to prevent the necessity of issuing a Stop Work Order for safety reasons.

(18). When a DOL or state compliance officer request entrance to the contractor's worksite for an OSHA inspection, introduce the DOL official to the contractor's representative.

(19). If site security is involved in an OSHA inspection, coordinate with Command security officials.

(20). Conduct Visitor Safety briefings, before touring visitors of any kind through a construction site.

(21). Ensure equipment and crane safety checklists are filled out, operator licenses are current, and equipment tests are performed for all contractor equipment.

(22). Wear all safety protection equipment (including but not limited to steel toe shoes, hardhat, safety vest, and when hazard warrant eye protection) when on construction sites.

**f. Staff of the Administrative Branch.**

(1). Maintain employee files on annual review of OM 385-1-1, Area Office Safety Policy, and Position Hazard Analysis.

(2). Ensure SF78, United States Civil Service Commission Certificate of Medical Examination, accurately describes the functional and environmental factors of the position.

(3). Ensure appropriate pre-employment physical examinations have been successfully completed and records forwarded to District Personnel Office. Ensure occupations requiring periodic job-related examinations are identified and procedures established to ensure compliance. This will be in conjunction with the Occupational Health Program.

- (4). Conduct initial indoctrination regarding the safety and health requirements of the RMA for new employees.
- (5). Keep Area personnel advised of new or revised policies and procedures concerning compensation, first aid, medical treatment, hazardous work, motor vehicle operator qualifications, and other matters impacting on safety.
- (6). Prior to dispatching Government motor vehicles, ensure that the vehicle operators are properly licensed and are briefed on vehicle operation procedures.
- (7). Review all purchase orders, equipment rental, or service contracts to ensure appropriate accident prevention provisions are included. Route any questionable items through the District Safety Officer for review prior to purchase.
- (8). Provide Government personnel with the required protective clothing and equipment. Ensure all personal protective clothing and equipment for Government employees meet the requirements of the intended use prior to purchase.
- (9). Purchase required first aid kits and supplies.
- (10). Arrange training for first aid representatives with Training Coordinator.
- (11). Arrange training for personnel responsible for operation and maintenance of industrial hygiene testing equipment with Training Coordinator.
- (12). Report safety-related problems within the AO to building manager as priority items and follow-up to ensure hazards are corrected.
- (13). Coordinate processing of reports of survey.
- (14). Complete and forward Monthly Exposure Man-hour Reports to District.
- (15). Maintain the AO safety files.
- (16). Periodically post safety posters on the AO bulletin board and furnish safety posters to each RE.
- (17). Ensure the Hazardous Material Inventory and the Hazardous Occupational Inventory are kept current, and a notice is posted informing employees of the inventory locations and the employees' right to review the inventories.
- (18). Wear all safety protection equipment (including but not limited to steel toe shoes, hardhat, safety vest, and when hazard warrant eye protection) when on construction sites.

**g. Staff of Contract Resources Section and Technical Branch.**

(1). Ensure fire and accident prevention are included in all field surveys, inspections, and shop drawing comments.

(2). Notify the RE/PE of any safety deficiencies encountered on the construction site during any site visit.

(3). Ensure safety considerations are analyzed as part of constructability review of projects.

(4). Wear all safety protection equipment (including but not limited to steel toe shoes, hardhat, safety vest, and when hazard warrant eye protection) when on construction sites.

**h. Training Coordinator and Safety Officer.**

(1). Ensure designated first aid representatives are properly and regularly trained maintain the training records.

(2). Ensure designated employees have been trained in the operation and maintenance of industrial hygiene testing equipment. Maintain training records.

(3). Arrange training for first aid representatives.

(4). Arrange training for personnel responsible for operation and maintenance of industrial hygiene testing equipment.

(5). Arrange training for personnel assigned to hazardous and toxic waste projects.

(6). Ensure new employees are scheduled for Hazardous Communications Training (to be conducted at least annually). Maintain training records.

(7). Coordinate training for equipment and motor vehicle operators as required.

**i. Area Engineer.**

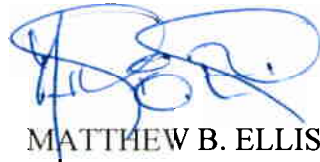
(1). Provide a safe and healthful working environment for RMA employees and the contractor's workforce.

(2). Hold supervisors accountable for enforcing safety requirements and correcting safety deficiencies in their areas of responsibility.

(3). Evaluate personnel for effectiveness in the methods by which the accident prevention program is applied and enforced.

(4). Take administrative action in accordance with personnel regulations for violations of safety regulations which endanger life or property.

(5). Wear all safety protection equipment (including but not limited to steel toe shoes, hardhat, safety vest, and when hazard warrant eye protection) when on construction sites. AE can make exceptions to this policy based on job hazards at any specific project completion phase.

A handwritten signature in blue ink, appearing to read 'M. B. Ellis', is positioned above the printed name.

MATTHEW B. ELLIS, P.E.  
Acting Area Engineer

## Attachment

CENWO-CD-RM

7 June 2004

Memorandum to Rocky Mountain Area Office and Resident Offices

Subject: Action Plan for Safety Emphasis in the Rocky Mountain Area Office/Resident Offices in Calendar Years 2004 and 2005

1. The Rocky Mountain Area Office with its five Resident Offices has a diverse construction program with multiple types of construction activities and projects ongoing at all times. CENWO-CD's goal of safety over quality is to ensure a safe work environment of all project stakeholders and partners while providing quality construction projects. USACE's Project Management Business Process (PMBP) is based on continuous learning and improvement. With these goals the Rocky Mountain Area will initiate a special safety emphasis program for the calendar years of 2004 and 2005. The Area Office and Resident Offices will execute the following initiatives as a learning organization and for continuous improvement of the safety program, working environment, and construction program.

2. The following actions will be implemented and executed:

a. The Resident Office's Project Construction Representative(s) and/or Project Engineer will attend at least one contractor's safety toolbox meeting each month for each assigned project for the duration of the construction project. The contractor and Resident Office's representative(s) will indicate attendance in the day contractor and Resident Office's project logs under safety. This will improve internal and external relationships through communication.

b. As part of the independent technical review process and continuous improvement the Resident Office's Project Engineer at the initiation of the construction project will secure a colleague within the Resident Office not assign to that specific project as a Safety Peer Reviewer. The Safety Peer Reviewer will conduct monthly inspections of the assigned project and will note safety observations and corrections in the Resident Office and contractor's daily project log under safety. The Safety Peer Reviewer will back-check any significant safety concerns one week after the peer review is conducted. This embodies the goal of a learning organization that systematically learns from its experience. The goal is to increase innovation, effectiveness, and performance.

c. As part Corps Strategic Goal of People, Process, and Communication the Area Engineer will twice a year have an Area Team meeting with the Resident Offices to concentrate on safety knowledge, procedures, and lessons learned report(s). The Resident Engineer may have the sponsor, customers, stakeholders, and contractor(s) attend these meetings with the Resident Office's staff and the meetings will be phone teleconferenced to allow full participation. This again is the aspiration of a learning organization that shares information.

d. Twice a year the Area Office Safety Officer with the Area Engineer's concurrence will award an on-the-spot group award to a Resident Office that has improved and demonstrated exceptionally safety awareness and program execution in the pervious period. The Resident Office Team is encouraged to select a team event with the award's funds.

e. The Area Office's Safety Officer will attend the Pre-Construction meetings to stress the safety program and procedures. In the Pre-Construction meetings the following items will be mentioned: housekeeping and storage of materials, scaffolding, trenching and excavation, fall protection, daily


QA/QC reporting on safety, Resident Office's attendance at toolbox meetings, accident and exposure reporting and investigation, and notification of contractor's lost time due to accidents or potential accidents. The Resident Offices will inform the contractor at the safety meeting that informal safety evaluations will be performed on the prime and sub-contractors.

f. The Resident Office will perform informal safety evaluations on the prime and sub-contractors as part of the intermediate 25%, 50%, and 75% project evaluations. As part of the evaluation if the contractor receives an unsatisfactory safety evaluation within the intermediate evaluation the RE's has the following options: 1) formal written notice, 2) dollars retained, 3) contractor's Safety Officer removed, and (4) formal stop work order.

g. The Area Office's Technical Branch will work with the Omaha District Team to revise the Special Safety Specification to include a new clause that sub-contractors can be removed for failure to identify a potential lost time accident in the required timeframe. The Area Office will arrange continuing local training on specific safety topics of interest to the Resident Offices.

h. The Resident Engineers (REs) will update their Management Commitment to Creating an Injury-Free Workplace. The update might include defining clear roles, responsibilities, priorities, and expectations for Project Engineers and Construction Representatives in their project assignments. The update could include the Resident Engineers program to mentor new employees in safety and specific project evaluations the Resident Engineer might conduct. Also, RE's will review and initial as necessary the safety sections of both the QA/QC reports.

**We the undersigned are committed and will assume responsibility to executed the above on contracts and employees we supervise and have authority to oversee and supervise.**

  
Matthew B. Ellis, P.E., Rocky Mountain Acting Area Engineer

7 June 2004  
Date

  
Robert T. Giles, P.E., Fort Carson/PCD Resident Engineer

8 June 2004  
Date

  
Paul M. Jendzejec, Peterson AFB Resident Engineer

7 Jun 04  
Date

  
Jennifer S. McQueen, P.E., Denver Resident Engineer

11 June 04  
Date

  
Samuel P. Parker, P.E., Air Force Academy Resident Engineer

7 June 04  
Date

  
Peter B. Thomas, P.E., Schriever AFB Resident Engineer

15 June 04  
Date

  
Jerry M. Ausec, Rocky Mountain Area Safety Officer

7 June 04  
Date